1. Who are you?
   - What clients do you want to serve? (Individuals or businesses; low and moderate income or wealthy). What services will you provide to these clients? What will be your two or three core practice areas (for marketing purposes). What will be the full gamut of cases that you are willing to take (i.e. including the matters that you will not market but which you are willing to handle if they come in the door?)

2. Your Physical Law Office
   - Where will you locate your office? Near a certain courthouse? Will you have a home office? If so, how will you keep your personal life and business separated? Where will you meet clients? Will you maintain a virtual office in Boston that has conference room space when you need it? How long will you stay in a home office? Will you share office space with an attorney or with another professional right away? After six months? After your monthly collections surpass $X.00? Do you want to be in the suburbs or in the city (i.e. where is the best place to attract the types of clients you want to serve?)

3. Office equipment
   - Do you need to purchase a new computer? A photocopier? A smartphone? Tablet computer? What will be your software needs? Are there any on-line subscriptions that are necessary for your practice area? Should you use any cloud based services like Drop box or practice management systems like Clio? Will you answer your own phone calls?
   - What office furniture do you need?

4. Financial issues
   - How will you finance your first six months of operations? How will you support yourself in the first six months before your practice begins to generate income?
   - Prepare a startup budget outlining what it will cost you to open your doors as a lawyer. Include money for computers, hardware, printing stationery and business cards, all-in-one printer, announcements, etc.
   - What is your operating budget? How much will it cost you on a monthly basis to keep your doors open (rent; utilities; office supplies; consulting, temp or part-time help; marketing; professional development; subscriptions; postage; software purchases and/or ongoing cloud computing fees)
5. Marketing plan

- What actions will you take to build your reputation in the community (i.e. how will you differentiate yourself from other lawyers?) Do you plan to write, speak, get involved in nonprofit or industry activities? Start a blog or a podcast series? What will you do to build relationships with prospective clients and referral sources (e.g. schedule lunches with lawyers who practice in other specialty areas? How many lunches will you do per month?)

6. Management systems

- What software and manual systems will you use to keep track of your time and organize your files. In general, what tools do you need process your work in your practice area? Will you work in the cloud? If not, how will you maintain backups for your data?

7. Staffing and Consulting services

- What professionals will you need to hire to get your systems in place? An accountant? A website developer? A marketing consultant? A technology consultant?
- If you are already generating fees, how will you staff your administrative needs? Hire a virtual receptionist or virtual assistant? Pay a portion of the salary of a receptionist and/or paralegal/admin? Work extra long hours doing the administrative work yourself? Hire temp help on an as needed basis? Partner with other attorneys on larger cases? Outsource document review?

8. Revenue projections

- Prepare a budget outlining the types of matters you think you may be able to generate and how much you believe you will be able to generate from each of these matters. Include your billing rate and number of hours you expect to put into these types of matters. If you plan to use fixed fee arrangements or do contingent fee work, how much will you charge/generate for each type of matter and how many of each matter do you expect to attract in the first year of practice?

9. Professional development

- What areas of practice will you need to learn about and how will you gain this knowledge? Through seminars? Networking with other practitioners who are more experienced? Getting a mentor through the Massachusetts Bar Association mentoring program?

10. Work/Life balance

- How many hours a week will you spend working or marketing your practice? What other activities are important to you that you will make time for in the course of your week (Exercise, music, family, friends, volunteer activities, golf, skiing, photography, other interests?)